



STATE OF MONTANA DEPARTMENT OF REVENUE JOB PROFILE

Working Title

Tax Policy and Research Director

Job Code Title

Operations Manager I

Pay Band

8a

Job Code Number

111218

Director's Office

Office of Tax Policy and Research

Fair Labor Standards Act

Exempt

The Montana Department of Revenue administers more than 30 state taxes and fees; establishes values for taxable property, including agricultural land, residential real estate, commercial real estate, forest land, business equipment, railroads and public utilities; supervises the operation of the state liquor stores and agencies and administers the laws governing the sale, taxation, and licensing of alcoholic beverages; and returns unclaimed property to its rightful owners.

The Director's Office supports the agency's Director and is composed of five work units: Legal Services Office; Office of Tax Policy and Research; Office of Human Resources and Organizational Development; Office of Taxpayer Assistance; and the Executive Office. The Office of Tax Policy and Research (TPR) is responsible for the preparation of legislative fiscal notes that affect revenue, the analysis of legislative proposals affecting the department and department economic data and tax compliance analysis.

Job Responsibilities

The Tax Policy and Research Director is responsible for the management, leadership, and direct supervision of staff involved in developing and managing research, analysis, and information dissemination projects; providing revenue estimation, tax policy analysis, economic research and analysis; and preparing departmental reports. Work includes establishing the overall direction for the office including determining short, intermediate, and long-range goals and objectives associated with the management of TPR programs. The TPR Director provides guidance; technical assistance; training to subordinate staff; and interprets state and federal laws, statutes, rules, and regulations for assigned staff, other agencies, and the public. The position reports to the director.

- **Staff Leadership, Management, and Supervision 30%**

The incumbent is responsible for leading staff and delegating the management of division programs to subordinate managers appropriately. The TPR director monitors the progress of work plans, goals, and objectives of the division; ensures they are in line with the department's goals and priorities; and makes adjustments as needed. Supervision and development of staff is imperative to a manager's success.

Staff Leadership

1. Creates and maintains a high performance environment characterized by enthusiastic and positive leadership, direction, and a strong team orientation. Motivates employees to accomplish numerous division goals and objectives. Coordinates performance measures with staff. Encourages the development of new techniques or solutions to problems and assists with the resolution.

2. Provides leadership and mentoring opportunities to direct and coordinate the activities of staff through subordinate managers to ensure efficient operations and increase productivity including implementing and monitoring corrective action plans to solve problems.
3. Readily adapts to changes in existing operations, programs, services, activities, and functions. Makes recommendations. Takes necessary action to implement or accommodate changes. Maintains a positive attitude in communication to staff even when difficult changes arise.
4. Maintains an atmosphere of safety within the division. Ensures adequate training for all staff in proper lifting techniques, sensible ergonomic practices, and work-specific safety opportunities.
5. Makes and accepts responsibility for decisions necessary to carry out TPR's mission.
6. Accepts direction and feedback from supervisors and follows through appropriately.
7. Provides appropriate direction and feedback to subordinate supervisors. Ensures that delegated responsibilities are carried out and delegated authority is used appropriately.

Management

1. Conducts strategic planning in coordination with the director to develop and establish short and long-range plans. Participates in development of viable goals and objectives consistent with agency priorities.
2. Develops programs, policies, and procedures to assure the citizens of Montana that the department operates in accordance with the highest standard of integrity and ethics.
3. Evaluates state and national standards; new trends and technologies; division needs; and other factors to integrate requirements and resources into program plans.
4. Establishes and approves overall responsibilities, organizational structures, work activities, work plans, deadlines, and priorities. Evaluates workflow processes, efficiencies, and problems to identify the most effective use of staff and material resources to meet goals and objectives. Appropriately allocates resources to accomplish assigned work by coordinating with other work units and programs and adjusting subordinate assignments as needed. Considers pertinent factors such as available resources, staff ability, timelines, and work load. Identifies the need for additional staff or resources while maintaining fiscal responsibility.
5. Plans, schedules, and assigns special projects. Initiates adjustments to reflect changes in overall division and agency goals, operations, and relationships to departmental divisions.
6. Monitors compliance with established operational policies and procedures and achievement of division and department goals through consultation and regular meetings with subordinate supervisors; personal review of program and project management activities; and through discussions with other department staff and management. Disseminates data and promotes information exchange for support and advancement of department mission and goals. Uses input from the staff to guide program responsibilities.
7. Recommends program budgets for staff and equipment. Reviews allocations, project plans and objectives, and expenditures.
8. Identifies information needs and develops reports, information systems, spreadsheets, and other tracking methods to monitor program status, work progress, division performance, and individual performance. Uses data to identify areas of concern, strengths, and weaknesses. Provides analysis and recommends solutions to department management to resolve problems. Oversees quality control of information and sources.
9. Prepares correspondence in response to requests or inquiries. Ensures that necessary reports, correspondence, documentation, administrative actions, files, and records are correctly prepared, completed, maintained, and processed in accordance with applicable guidelines and time frames. Ensures the all areas of the division follow department expectations regarding disclosure and employee confidentiality.

Supervision

1. Recruits and hires employees. Interviews applicants and makes appropriate selection recommendations according to applicable laws, rules, policies, procedures, and guidelines. Ensures proper training and orientation of new employees.

2. Establishes criteria for acceptable work behavior and performance. Promotes workplace efficiency and productivity by educating, mentoring, coaching, and correcting employee behavior. Encourages exceptional performance and improvement in areas of individual weakness. Develops and monitors corrective actions.
3. Appropriately reviews, recommends, and initiates personnel actions according to applicable policies, procedures, and guidelines. Carefully considers options available. Works with Human Resources to take appropriate disciplinary action as needed. Enforces disciplinary policies.
4. Recognizes and promptly resolves internal and external issues. Mediates personnel issues in a very timely manner.
5. Completes employee performance reviews. Defines goals and required results at the beginning of the performance review period. Communicates on a very regular basis with staff on progress toward those goals and results.
6. Determines the training needs of staff through analysis of program effectiveness, new technology and policies, and staff performance. Ensures consistency in the application of training opportunities for all staff. Develops and enhances on-the-job training opportunities to ensure staff is provided the needed training to fulfill their job duties including cross-training opportunities. Provides necessary information and tools to staff to complete any new tasks and duties
7. Communicates policy and procedures clearly and effectively in order to obtain desired results. Ensures staff adhere to rules, policies, procedures, and collective bargaining agreements.
8. Monitors and approves staff leave usage while ensuring adequate coverage is maintained.
9. Upholds and promotes the department's conviction to customer service throughout agency contacts as well as in communication with taxpayers. Staff is held accountable for providing the highest level of customer service to all those that they come into contact with.

- **TPR Planning and Policy Development 40%**

The incumbent provides executive oversight and direction for tax policy and research activities through long-range planning and the development of operational policies.

1. Identifies approaches to increase efficiency in delivering services. Directs long-range strategic planning. Discusses agency goals and objectives with the director. Anticipates future needs. Analyzes emerging issues that may impact TPR services and operations. Determines the need for new programs based on input from other governmental agencies, taxpayers, and other entities. Researches programs of other states. Calculates the impact of proposed programs on the state. Develops programs to implement the TPR's strategic plan.
2. Assesses department needs and develops the TPR's strategic plan to meet the needs of the state and the department. Formulates TPR programs to meet the needs outlined in executive plans. Evaluates the effectiveness of programs and their impact on department operations. Researches areas to improve program efficiency and services. Researches advances in tax assessment and collections including new technology, regulations, management trends, appraisal practices, and other advances.
3. Develops a comprehensive annual work plan by assessing the impact of changes in state and federal laws on TPR operations; reviewing TPR policy to ensure continued legal compliance; and developing innovative methods to increase efficiency and ensure excellent customer service. Presents the annual work plan through documents and meetings with TPR staff and cooperating agencies.
4. Develops and implements TPR policies, standards, and procedures to ensure effectiveness and consistency of program implementation statewide. Evaluates past practices. Interprets all applicable state and federal laws and policies. Addresses concerns and suggestions from TPR staff and taxpayers.
5. Evaluates the effectiveness of TPR services and operations to ensure that program practices and methods comply with laws and meet taxpayer needs. Conducts research and analysis. Assesses program policies and practices. Proposes rules and laws to enhance services and improve compliance. Researches and analyzes statutes and legislative changes; state and local

tax structures; and past policy decisions to ensure program methods and goals are in compliance with the law and in accord with legislative intent.

6. Implements changes required by state and federal regulations and policies affecting program coordination and related department services. Develops and implements standards and procedures to ensure ongoing effectiveness and compliance of TPR programs.
7. Analyzes the statutory, administrative, and programmatic objectives of TPR programs to develop performance measures that ensure the overall effectiveness of programs and services. Provides administrative and policy guidance and oversight to staff to ensure compliance with state statutes, administrative rules, and the department's direction.
8. Participates on the executive leadership team to identify common priorities, solve common problems, and obtain common goals. Under the director's leadership, the executive leadership team manages the department; recommends legislation to the governor and the legislature; and makes final agency decisions on matters within the department's scope.
9. Directs the use of services, funding, and staff to ensure effective use of TPR resources and assesses the need for additional staff, equipment, and services on an ongoing basis.
10. Determines the need for and develops new legislation and administrative rules to meet broad department and TPR goals. Gathers input from the public, other governmental agencies, and the private sector. Develops proposals for legislation and administrative rules including approaches to implement them. Researches federal laws and laws of other states. Prepares and presents proposed legislation to the legislature. Develops administrative rules and participating in rule adoption hearings. Assesses and secures resources required to meet strategic objectives and statutory requirements.
11. Prepares and provides expert testimony and represents the TPR before the Legislature and other entities. Researches and defines issues; determines areas of concern and potential questions from audiences; responds to inquiries; and promotes and defends TPR programs and goals. Appears before the Montana Legislature on funding and substantive matters concerning TPR programs. Coordinates with other department staff and other agencies to evaluate the effects of proposed legislation on TPR programs. Develops innovative strategies to respond to proposed changes that would have a detrimental effect on programs.

- **TPR Administration 15%**

The incumbent directs the development and management of the policies, administrative systems, and resources of the TPR to ensure adequate support for projects; effective and efficient use of staff and funding; compliance with state requirements; and continued program operations.

1. Determines specific budgetary needs by analyzing requests; past expenditure experience; policy or law changes; and projected costs and requirements. Devises and recommends agency positions and actions pertaining to budget issues.
2. Monitors the HR budget projections as well as performance indicators to ensure program efficiency. Oversees the procurement, purchase, and inventory control of HR equipment and supplies to ensure adequate and contemporary equipment and technology are available within budget constraints. Approves expenditures to ensure budgets are not exceeded. Ensures compliance with state accounting and property management requirements and agency, state, and federal laws, regulations, and policies for the use of funds.
3. Works with other division administrators to ensure compliance with authorized departmental budgets. Recommends and implements fiscal operational corrections as authorized.
4. Directs ongoing monitoring of program compliance and progress to identify areas for program improvement or enhancement. Ensures requirements are met and department resources are used in the most efficient manner possible. Reviews and approves requisite planning activity reports, budget submissions, and other required documentation.
5. Conducts research and responds to specific project and information needs of staff. Interprets policies, administrative rules, and other regulations. Analyzes and resolves complex and controversial problems related to TPR operations.

- **Public and Interagency Relations 10%**

The incumbent represents the agency and TPR to governmental and legislative bodies, business organizations, the media, and the public to recognize, articulate, advocate, and represent the revenue needs and interests of the entire state; to ensure accurate dissemination of information; and to encourage support and cooperation for TPR objectives.

1. Develops strategies for dealing with issues that are likely to attract public attention or are sensitive for the state, department, and the public. Defines key aspects of issues; explores possible approaches and positions; and determines actions and statements regarding issues. Responds to inquiries from public and private sources regarding TPR and the department by gathering pertinent information and interpreting laws, rules, and regulations.
2. Performs a variety of communications activities such as giving presentations and attending meetings to build public awareness of TPR programs and increase support and local cooperation. Works with local governments, organizations, committees, and councils to identify issues; establish long-term internal and external relations; gain knowledge of taxpayer issues and concerns; and develop and communicate an understanding of TPR programs and their impacts on the state. Speaks to public groups, holds seminars, and attends various government and private association meetings. Represents TPR and department in presenting, explaining, and answering questions pertaining to related laws, rules, and regulations
3. Represents TPR and department on state and national organizations to ensure the state's interests are represented; develops national standards and initiatives; and provides technical expertise.
4. Negotiates and resolves issues with internal and external customers. Conducts research and policy interpretation as needed to obtain understanding of the issues. Assesses the specific situation to identify the key issues. Develops and negotiates solutions to ensure customer satisfaction and maintain compliance with applicable laws and TPR objectives.

- **Other Duties as Assigned 5%**

1. Performs other duties as assigned by the director.

Job Requirements

To perform successfully as a tax policy and research director, the incumbent must be self-motivated; possess a strong work ethic; maintain a positive attitude; and enjoy working with, and for, the public. It is essential that the incumbent has the ability to make sound decisions and be accountable for them. Strong communication skills and the ability to communicate effectively and respectfully with a wide range of audiences are required. Seasoned judgment in decision making is necessary since the work is performed with minimal guidance and within broad guidelines. The incumbent is expected to apply critical thinking skills; be a problem solver with the ability to identify and resolve tactical and strategic issues before they become problematic; resolve operational issues; elevate matters as necessary; recommend solutions; and effectively implement division changes and management directives. The position requires considerable skill in developing approaches to issues that have significant economic impacts on the state and taxpayers; program planning and implementation; negotiation, facilitation, and mediation; leadership techniques; project management; resource planning; organizational design; staffing and resource allocation; program administration; and budgeting. It is essential that the incumbent has the ability to work cross-functionally with all levels of senior management and employees and work effectively under pressure. This position works with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job.

The incumbent must demonstrate professional knowledge of concepts, theories, and practices of tax policy analysis, public administration, strategic planning, economics, accounting, and business administration. The position requires knowledge of business law; governmental organizational structure; government accounting and budgeting; procurement and inventory management; applicable state and federal regulations; public relations and communication; management theory and techniques;

performance management; operational and program planning; organizational theory; project management; and legislative and administrative rule processes. The work requires knowledge of the direction and policies of the department; issues regarding the state and their impacts on division operations; in-depth knowledge of the methods, rules, laws, and functions of division programs; and applicable state and federal revenue laws and regulations. Knowledge of computers and database management including state and information systems (GenTax, TAP, ORION, SABHRS); data collection, analysis, and reporting techniques; compliance requirements and practices; customer service standards; supervisory principles and practices; department and state personnel policies, procedures, and precedents; and employment law are also required.

- The minimum level of education and job-related work experience needed as a new employee **on the first day** of work is a bachelor's degree in public administration, business administration, accounting, economics, or related field and eight years of job-related work experience including three years of senior-level management experience.
 - Work experience should include expertise in tax policy analysis and economics as well as experience managing programs.
 - Other combinations of education and experience will be evaluated on an individual basis.

Department Core Values

- **Respect**: As a representative of the people of Montana, proceeds with the highest level of respect for the dignity of every person contacted through work. Without exception, all people are treated as equally as possible. The employee is a faithful steward of the resources provided to this agency by the citizens of Montana.
- **Integrity**: Conducts work honestly and makes decisions that establish a clear record that the department serves the public with integrity. Apologizes for mistakes and gives credit to others for their cooperation, work, and ideas in achieving positive results. Accountable for their actions and holds others accountable for theirs. Decisions and judgments achieve equity and justice for all parties involved including citizens and co-workers.
- **Productivity**: Consistently strives to minimize the waste of the department's financial, facilities, and human resources. Diligently works to improve the productivity and effectiveness of the work unit. Welcomes and encourages new ideas on improving the results of the department from the public, other officials, colleagues, and supervisors. Approaches work in a manner that builds goodwill, trust, and cooperation internally with other staff and externally with the public.
- **Teamwork**: Maximizes cooperation and teamwork when working with other employees, divisions, and other state agencies. Willing to work with others for the opportunity to learn from their ideas, talents, and knowledge. Seeks to resolve conflicts with other employees and work units in an open and respectful manner that reinforces teamwork. Celebrates the successes of others.

Working Conditions

This position has considerable mental stress and pressure due to supervisory issues; workload; conflicting, multiple priorities; critical projects with hard deadlines; time constraints; significance of decisions made; the challenging nature of contacts with taxpayers, elected officials, etc.; and coordination of all TPR functions. At times, the incumbent will deal with angry, hostile, and difficult individuals to resolve concerns or to bring about compliance with regulations. This may cause stressful work conditions and a high degree of mental stress. As a Department of Revenue employee, the incumbent may come into contact with highly confidential financial and tax information and is required to maintain the highest level of confidentiality regarding all information acquired or used in performing this job. Work hours routinely exceed 40 hours per week, which may include working evenings and weekends, especially leading up to and during legislative sessions. May involve minimal travel therefore a valid Montana driver's license is required. This position requires considerable computer and keyboard use. The incumbent may spend considerable time on the phone. Lifting is infrequent, less than 15 pounds and includes carrying light items such as papers and books. This job requires regular attendance as scheduled by the supervisor. This job cannot be performed at an alternate work site.

Special requirements

- Background Examination: Applicants for this position will be subject to a criminal background review before being considered for employment. Individual circumstances involving a criminal conviction will be reviewed to determine an applicant's eligibility for employment.
- Compliance with All Appropriate Montana Tax Laws: An employee's tax status must be current.

This job profile was produced by the Office of Human Resources in conjunction with the appropriate managers.

Division Administrator Review: The statements in this job profile are accurate and complete.

Signature: Alan Peura, Deputy Director Date: August 2010

Human Resource Director Review: The Office of Human Resources has reviewed this job profile.

Signature: JeanAnn Scheuer, Human Resources Director Date: August 2010

Employee: My signature below indicates I have read this job profile and discussed it with my supervisor.

Signature: _____ Date: _____

Name (print): _____